

DAU Insight Day

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The Defense Acquisition

Human Capital Update



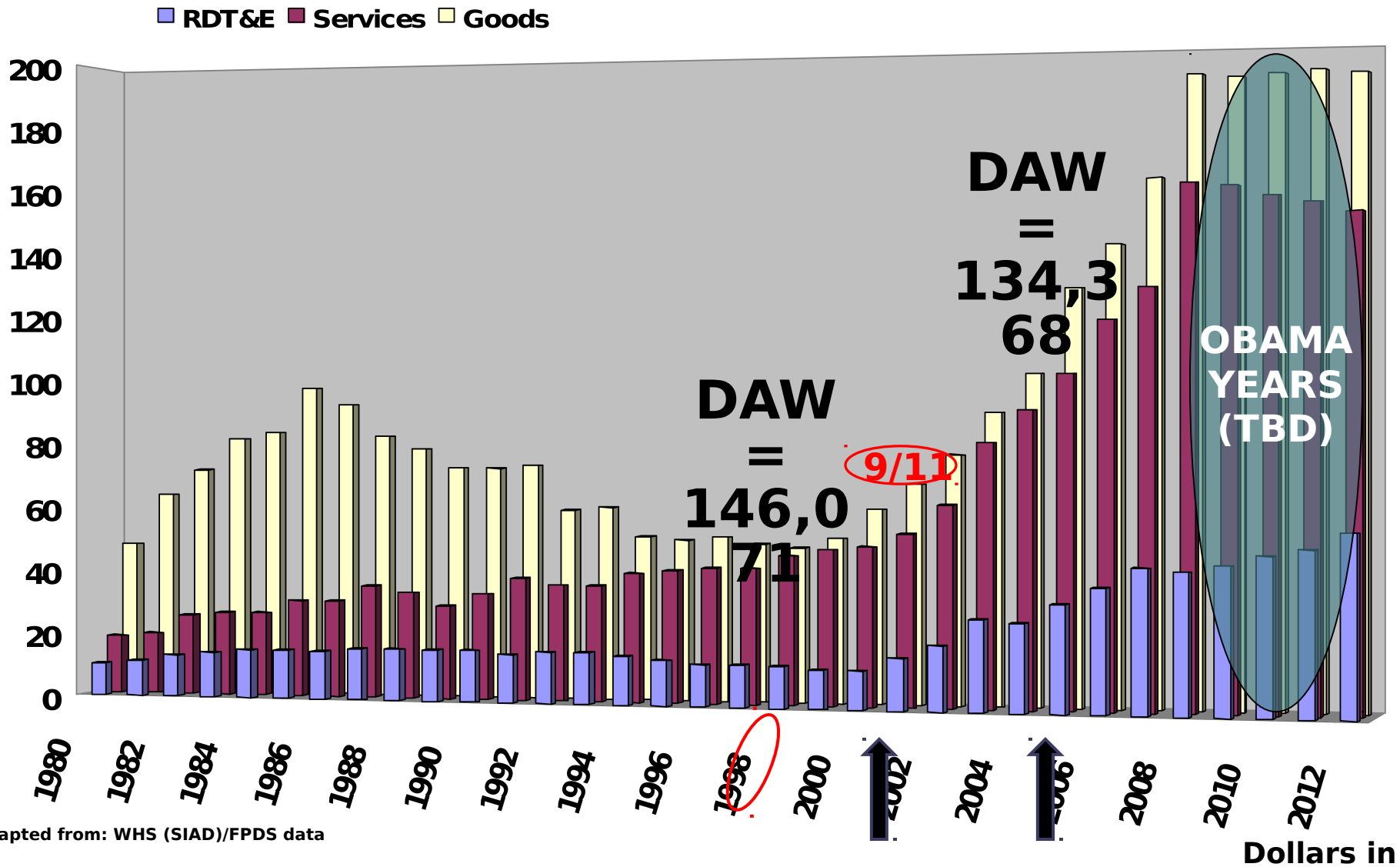
Our charge is to assess and address the following:

- ☐ **Successfully Meeting All Demands on Acquisition Workforce -**
 - ☐ **Our Acquisition Outcomes are Critical to National Security**
- ☐ **Successfully Competing for & Retaining Talent**
- ☐ **“Big A” Workforce Needs**
- ☐ **Integrated Total Force Human Capital Planning**
- ☐ **Resourcing Human Capital Initiatives**

To name a few...



The Acquisition



Adapted from: WHS (SIAD)/FPDS data



Workforce Generation

Breakdown

| Generation | National* | | Civilian AT&L Workforce** | |
|---|----------------------|-------------|---------------------------|-------------|
| | Workforce (millions) | % Workforce | Workforce | % Workforce |
| Traditional Generation (born before 1946) | 7.4 | 4.8% | 4,978 | 4.5% |
| Baby Boomers (1946-1964) | 56.7 | 36.5% | 70,945 | 64.0% |
| Generation X (1964-1976) | 41.8 | 26.9% | 20,135 | 18.2% |
| Generation Y (1977-1989) | 42.8 | 27.5% | 14,631 | 13.2% |
| Millennium (1990 – present) | 6.6 | 4.3% | 0 | 0.0% |

Source:

*Projected 2010 workforce size -DAU analysis using Bureau of Labor Statistics workforce participation data (Dec.2007) & US Census Bureau population data (2004) (best available data from agency web sites as of July 2008)

PRESS RELEASE

U.S. Senate Committee on Armed Services

Carl Levin, Chairman
John McCain, Ranking Member

<http://armed-services.senate.gov>



FOR IMMEDIATE RELEASE

February 24, 2009

Contacts:

Tara Andringa (Levin) 202-228-3685

Brooke Buchanan (McCain) 202-224-2235

**Levin, McCain Introduce Legislation
to Reform Weapon Systems Acquisition Process**

WASHINGTON -- Senators Carl Levin (D-MI) and John McCain (R-AZ), the Chairman and Ranking Member of the Senate Armed Services Committee, today introduced the Weapon Systems Acquisition Reform Act of 2009. The bill, S.454, would address the unreasonable cost and schedule estimates, unrealistic performance expectations, immature technologies, and repeated program changes that have led to explosive cost growth and costly schedule delays on so many of our major defense acquisition programs.

GAO

Testimony

Before the Committee on Armed
Services, U.S. Senate

For Release on Delivery
Expected at 9:30 a.m. EDT
Tuesday, June 3, 2008

DEFENSE ACQUISITIONS

**Better Weapon Program
Outcomes Require
Discipline, Accountability,
and Fundamental Changes
in the Acquisition
Environment**



A View From the Hill





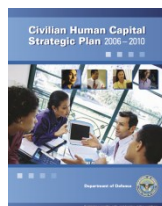
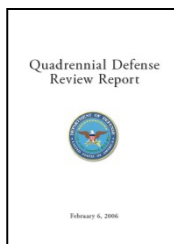
Defense Acquisition Workforce Recent Reports

Jan 2006

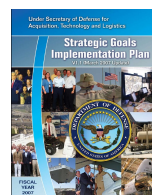
Jan 2007

May/Jun 2008

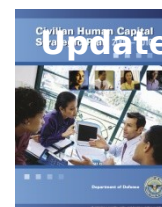
QDR
Feb 2006



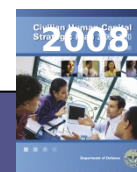
**DoD Civ
HCSP**
Jun 2006



**AT&L Strategic Goals
Implementation Plan**
Mar 2007

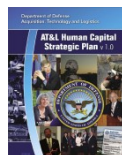


**DoD Civ
HCSP**
Nov 2007

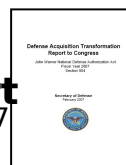


Next DoD HCSP -
With section on
Defense Acquisition
Workforce

**AT&L
HCSP**
Jun 2006



**804
Report**
Feb 2007



**AT&L
HCSP**
Jun 2007



**Gansler
Report**
Oct 2007



**853
Report**
Oct 2007



**813
Report**
Dec 2007

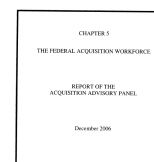


**849
Report**
May 2007

DAPA
Dec 2005



814
Jun 2007



1423
Jul 2007



Leadership Vector on DAW

THE WHITE HOUSE Office of the Press Secretary

Release

For Immediate
March 4, 2009

Memorandum for the Heads of Executive Departments and Agencies

Subject: Government Contracting

The Federal Government has an overriding obligation to American taxpayers. It should perform its functions efficiently and effectively while ensuring that its actions result in the best value for the taxpayers...

I further direct the Director of OMB, in collaboration with the aforementioned officials and councils, and with input from the public, to develop and issue by September 30, 2009, Government-wide guidance to...

(3) assist agencies in assessing the capacity and ability of the Federal acquisition workforce to develop, manage, and oversee acquisitions

"..And finally, we must restore the department's acquisition team. I look forward to working with you and the rest of Congress to establish a necessary consensus on the need to have adequate personnel capacity in all elements of the acquisition process."

SECDEF from 27 January 2009 SASC and HASC hearing

"No change to the acquisition system itself can substitute for... good people performing the acquisition function."

Dr. Ashton Carter, USD
(AT&L) Nominee

"... the department must increase the size and capability of its civilian acquisition workforce dramatically."

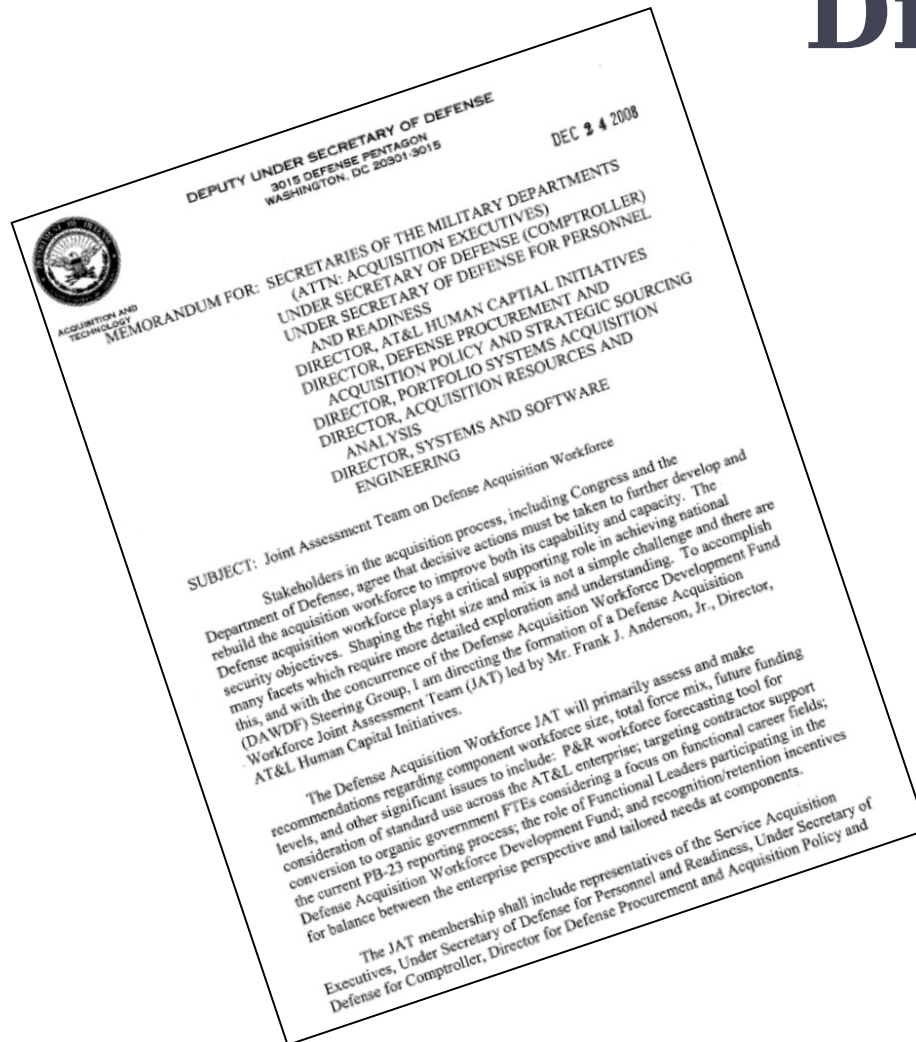
SHAY ASSAD at Cowen and Company Defense and Aerospace Conference 4 7



DUSD (A&T) DAW JAT Directive

“The JAT will primarily assess and make recommendations regarding component workforce size, total force mix, future funding levels, and other significant 60 day issues”

- Collaborative teaming – joint & multi-functional
 - Components
 - Comptroller
 - Manpower
 - Personnel Policy
- Provide unified answers to the “tough” questions that we can answer now... Identify what we can't





DAW JAT

Charter



Charter

Defense Acquisition Workforce Joint Assessment Team (JAT)

A. Introduction:

Stakeholders in the acquisition process, including Congress and the Department of Defense, agree that decisive actions must be taken to further develop and rebuild the acquisition workforce to improve both its capability and capacity. The Defense acquisition workforce plays a critical supporting role in achieving national security objectives. Shaping the right size and mix is not a simple challenge and there are many facets which require more detailed exploration and understanding.

B. Purpose:

The Defense Acquisition Workforce Joint Assessment Team (hereafter referred to as the "JAT"), will primarily assess and make recommendations to the DUSD A&T, regarding component workforce size, total force mix, future funding levels, and other significant issues to include: P&R workforce forecasting tool for consideration of standard use across the AT&L enterprise; targeting contractor support conversion to organic government FTEs considering a focus on functional career fields; the current PB-23 reporting process; the role of Functional Leaders participating in the Defense Acquisition Workforce Development Fund; and recognition/retention incentives for balance between the enterprise perspective and tailored needs at components.

C. Authority:

The JAT is directed by the DUSD A&T, pursuant to his memorandum dated 24 December 2008, titled "Joint Assessment Team on Defense Acquisition Workforce."

D. Membership:

The JAT membership shall include two distinct groups, the Executive Steering Board and the Working Group.

Executive Steering Board:

- o The Director, Human Capital Initiatives, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, **Chair**;
- o Assistant Secretary of the Army for Acquisition, Logistics and Technology;
- o Assistant Secretary to the Assistant Secretary of the Navy for Research, Development and Acquisition;
- o Assistant Secretary of the Air Force for Acquisition;
- o The Deputy Under Secretary of Defense (Comptroller) and Chief Financial Officer;
- o The Deputy Under Secretary of Defense for Civilian Personnel Policy;
- o The Director of the Defense Contract Management Agency;
- o The Component Acquisition Executive of the Defense Logistics Agency;
- o The Component Acquisition Executive of the Defense Information Systems Agency;

- o The Functional Leaders of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program;
- o Designated individuals authorized to act in the event of vacancies in the above offices;
- o Alternates for members who are unable to attend Steering Board meetings shall be authorized to fully represent the absent Steering Board principal; and
- o Ad hoc members who participate at the invitation of the Chair.

Working Group: The Working Group is established under this Charter to support and advise the Executive Steering Board. Its membership is comprised of representatives of members of the Steering board, military Departments, Defense wide Agencies Director, Acquisition Career Managers (DACM) and others as deemed appropriate by the Chair.

E. Responsibilities:

The JAT is established under the charter to advise the DUSD A&T. It will review, consider and provide recommendations regarding significant challenges facing the Defense acquisition workforce. These shall include, but is not limited to, five specific focus areas:

- (1) Total Force;
- (2) Defense Acquisition Workforce Development Funding;
- (3) Recognition and Retention;
- (4) Workforce Tools and Analysis; and,
- (5) Recruiting and Hiring.

F. Duration:

The JAT shall deliver its report to the DUSD A&T no later than sixty (60) days after approval of this charter.

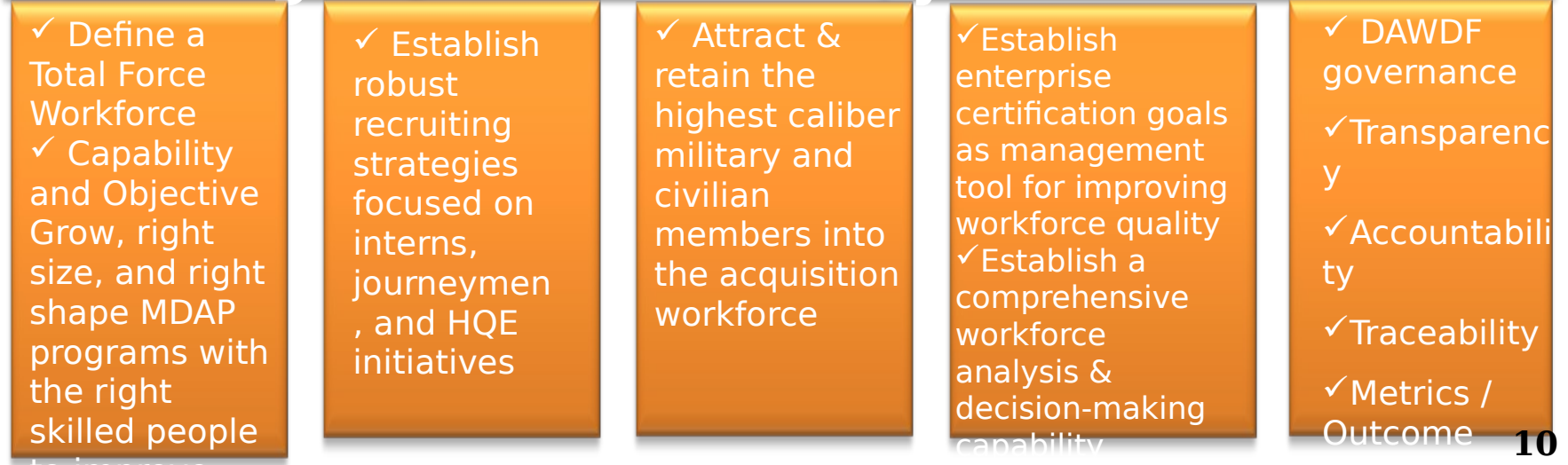
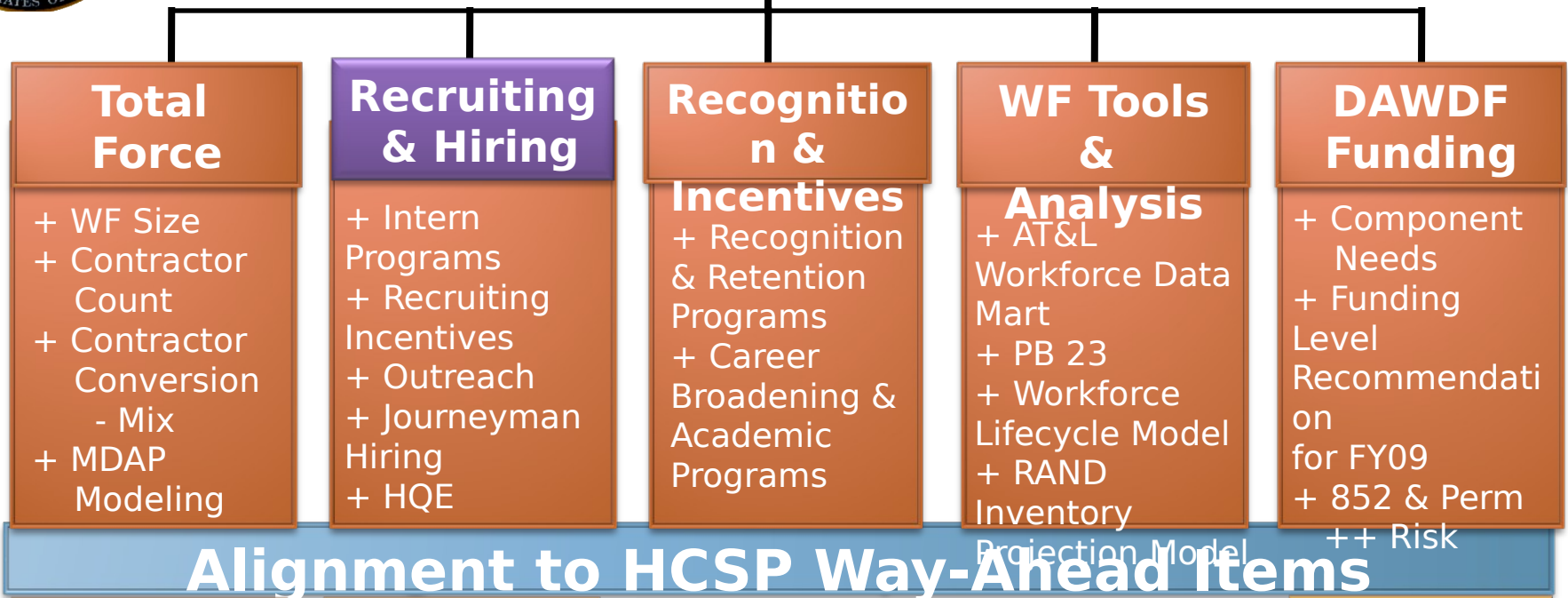
Approved: _____
James I. Finley
DUSD (Acquisition & Technology)

Date: _____

Dr. Finley approved, 15 January 2009



DAW JAT Focus Areas





Task: DAW JAT Total Force

- **Objective:** Assess and provide recommendations to support AT&L's ability to build capability/capacity of Defense acquisition workforce (DAW)
 - Determine the appropriate size and mix of the DAW
 - In-source functions that are inherently governmental or exempt from private sector performance, or when it would reduce workforce costs
- **Goal:** Provide recommendations to reshape and increase the organic DAW over the FYDP—reach the “right size” and mix of the total DAW
- **Scope of Effort:**
 - Consider the five major DoD Components: Military Departments, DCMA, and DLA
 - Account for the total DAW—i.e., to include military, DoD civilian, and contract support
- **Key Enablers for Growing the Organic DAW include:**
 - In-sourcing contracted functions per sec. 324 guidelines
 - Validating additional manpower requirements for new/expanded missions; but divest/restructure where it makes sense
 - Closing the gap between what is required, authorized, and available to perform DAW missions in order to eliminate workforce gaps and rebuild capability and capacity
- **Key Enablers for Growing the Organic DAW exclude:**
 - Arbitrary increases across all DAW functions—i.e., without regard to workload or priority



Total Force Management

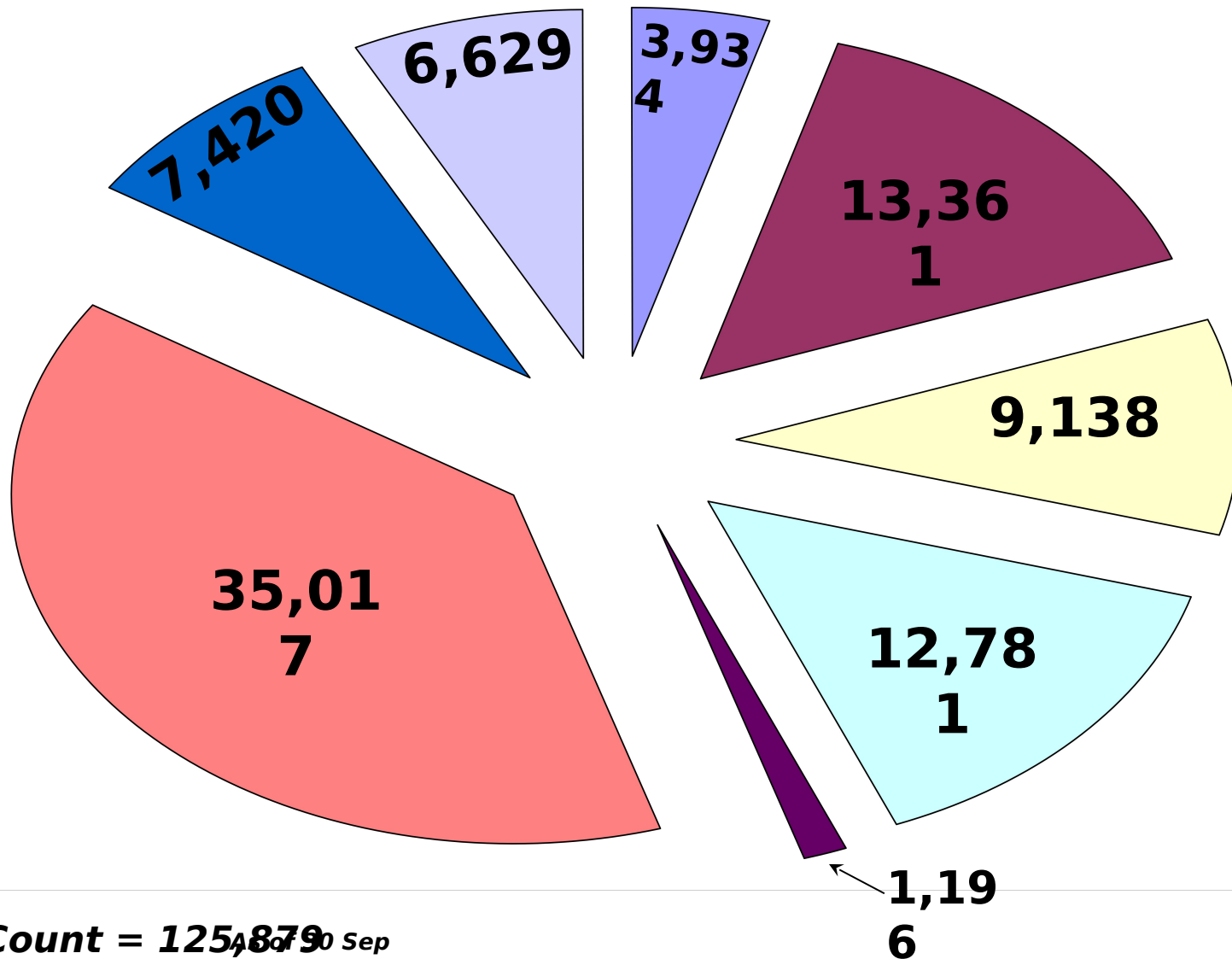
As of 30 Sep 08

| Functional Communities | ARMY | NAVY/ USMC | AIR FORCE | 4 th Estate | TOTAL |
|--|------------|---------------|--------------|---------------------------|--------|
| Auditing | 0 | 0 | 0 | 3,638 | 3,638 |
| Business, Cost Estimating, & Financial Management | 3,350 | 1,935 | 1,530 | 270 | 7,085 |
| Contracting | 7,714 | 5,245 | 6,834 | 5,887 | 25,680 |
| Information Technology | 1,764 | 903 | 950 | 317 | 3,934 |
| Life Cycle Logistics | 7,134 | 4,355 | 1,727 | 145 | 13,361 |
| Production, Quality & Manufacturing | 1,952 | 2,005 | 383 | 4,798 | 9,138 |
| Program Management | 3,690 | 4,085 | 4,105 | 901 | 12,781 |
| SPRDE | 10,91 2 | 16,76 7 | 6,472 | 866 | 35,017 |



Total Force Management

- IT
- LCL
- PQM
- PM
- Purchasing
- SPRDE
- T&E
- Other



Total Organic Count = 125,879
As of 30 Sep 08



Total Force Management

Organic

125,879
(End of FY2008) ↑

**Contracted
Services**

56,446
(Most recent Component data) ↓

Not to Scale

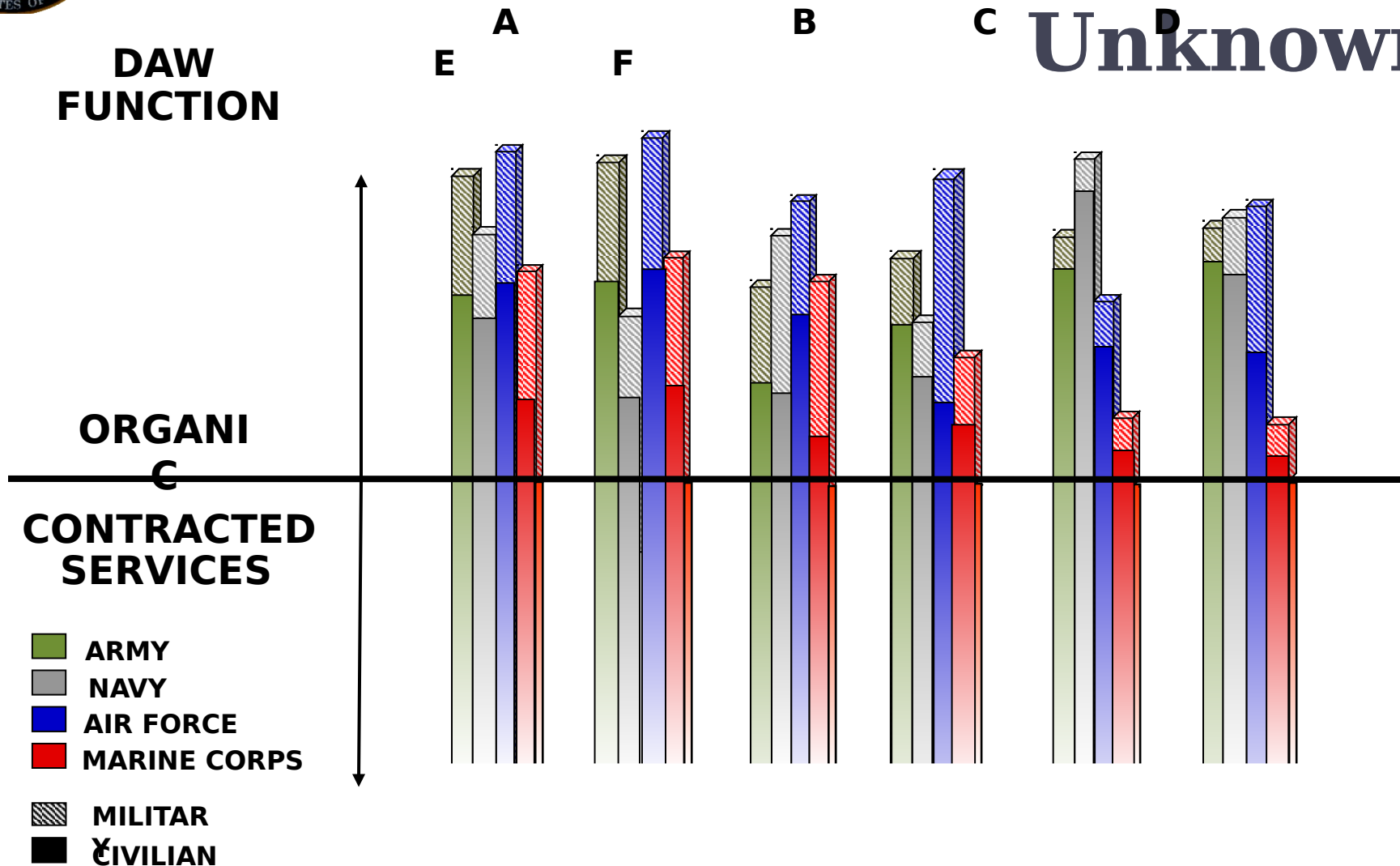


Total Force Management

| | ARMY | NAVY | AIR FORCE | DCMA | DLA |
|-----------------|--|--|--|--|--|
| CIVILIAN | 38,626 <small>*From AT&L DataMart as of End of FY2008</small> | 37,871 <small>*From TFFMS, DCPDS and USMC TIMS</small> | 16,080 <small>*From JAT AF Baseline Brief 13 Feb 2009</small> | 8,008 <small>*From DCMA end of year strength report</small> | 3,595 <small>*From JAT DLA Baseline Brief 13 Feb 2009</small> |
| MILITARY | 1,580 <small>*From AT&L DataMart as of End of FY2008</small> | 4,428 <small>*From TFFMS, DCPDS and USMC TIMS</small> | 8,762 <small>*From JAT AF Baseline Brief 13 Feb 2009</small> | 399 <small>*From DCMA end of year strength report</small> **Military counted within Service counts. | 101 <small>*From JAT DLA Baseline Brief 13 Feb 2009</small> **Military counted within Service counts. |
| CONTRACTOR | 20,000 <small>*Army DACM 13 Mar 2009</small> | 15,000 <small>*From TFFMS and MCSC data call</small> | 17,171 <small>*From JAT AF Baseline Brief 13 Feb 2009</small> | -0- <small>*From DCMA end of year strength report</small> | No Data Provided. |
| TOTAL = 171,621 | 60,206 | 57,299 | 42,013 | 8,407 | 3,696 |

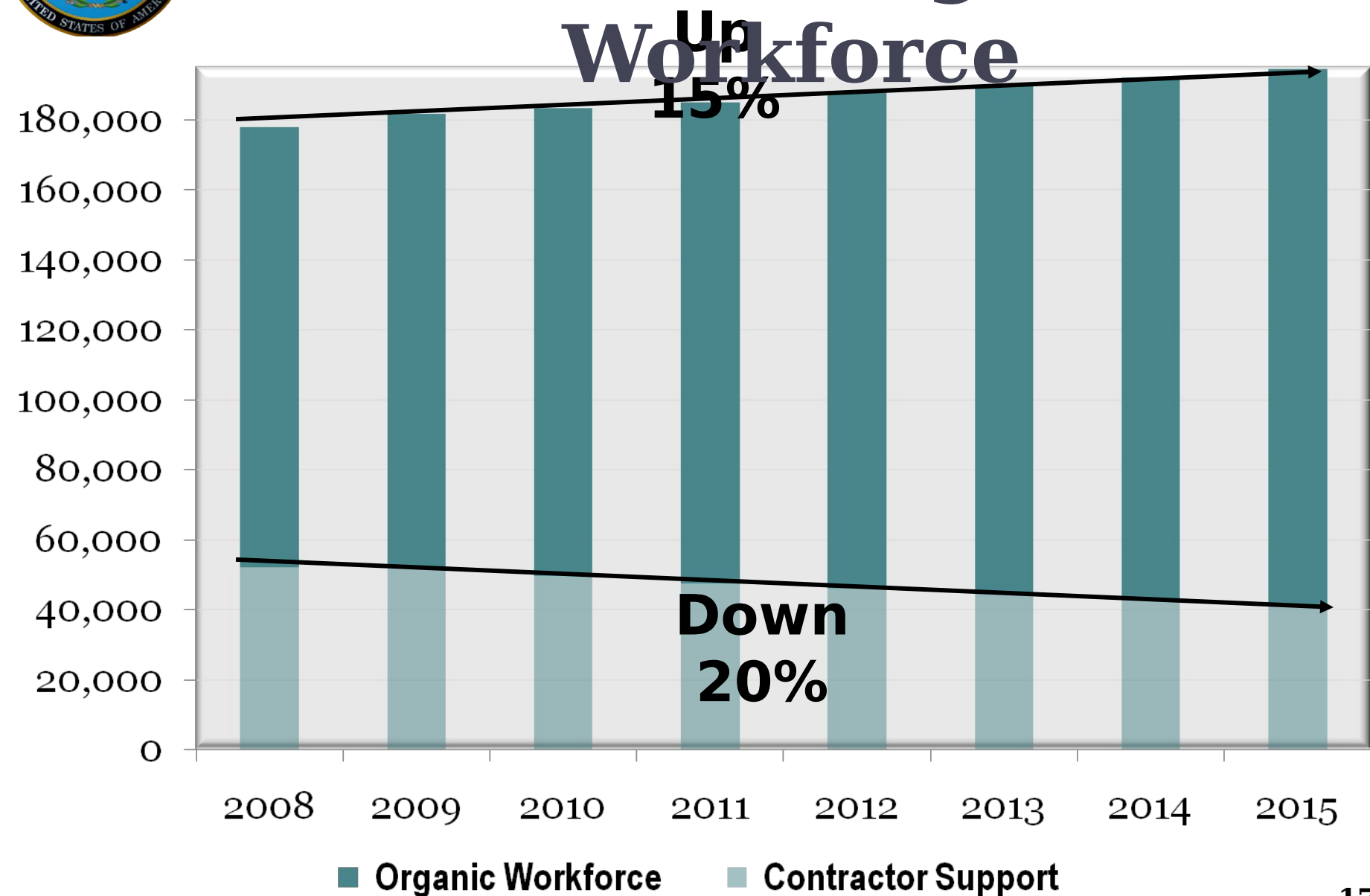


DAW—Contracted Portion Unknown





Rebalancing the Workforce





FY10 Strategy

- **4,100 new hires**
 - **2,500 contractor support conversions**

FYDP Strategy

- **20,000 new hires**
 - **11,000 contractors support**

**Tale
inte**



Defense Acquisition Workforce Development Fund Initiatives

\$156.9M

Recruit & Hire

Components (100%)

- Interns
- Journeyman
- Highly Qualified Experts
- Rehired annuitants
- Career Acquisition Personnel and Position Management Information System
- Workforce Planning Consulting Services

\$70.5M

Train & Develop

DAU (54%)

- 7,000 - 10,000 classroom seats
- 20,000 - 25,000 web seats
- 340 new class offerings
- 21 new classrooms
- Expanded contingency training
- Expanded requirements training

Components (46%)

- Expanded leadership training
- Army Contracting Lab
- Navy Acquisition Bootcamps
- AF Acquisition Fundamentals Course
- Other Service specific acquisition training
- Career Acquisition Management Portal

\$26.3M

Recognize & Retain

Components (100%)

- Student Loan Repayment Program
- NCO Bachelor Degree Program
- Retention Bonuses
- Advanced degree programs
- Rotational assignments/PCS funding

Risk-Based Manning Construct



DAU-Specific 852 Initiatives

- **Civilian Hires - Estimate 90 Hires (FY08-09)**
- **Additional student travel dollars to support expanded training courses (approximately 7000 new students in FY09)**
- **Facilities (additional regional classrooms, DC Metro Campus)**
- **IT Infrastructure (expanded Help Desk for online courses, more laptops, etc.)**
- **New Learning Asset Initiatives**
 - **Virtual Training Environment (US Nexus)**
 - **Simulation & Gaming**
 - **Small Business Training Modules**

DAU Plan:
FY08 - \$38M
FY09 - \$53M

Talent Outreach & Initiatives

Federal

Federal ROTC Program

- Incorporate non-military students into the Federal work atmosphere.
- Ensure that these students will not have to compete with Vet-preference.

DoD Strategic Council on STEM

- Development of a team to work STEM issues to ensure adequate talent pipelines/reservoirs for DoD hiring managers.

SMART

- Competitively awards scholarships and fellowships to clearable United States citizens in defense-critical S&E disciplines.
- Students then obligated to serve in DoD for at least one

Military/Veterans

Wounded Warriors

- Work with programs such as AW2 and AFW2 which aid in education and career services during a soldier's rehab process.

Vocational Rehabilitation

- Service-disabled veterans no longer able to work in their original positions are sponsored to do internships in Federal agencies while they complete necessary

Mil/Civ Conversion - San Diego State

- Those leaving active duty are targeted 6-9 mo prior to release for training related to being placed in civilian positions upon release.

Industry

Sloan Foundation/PSMs

- PSMs are aimed at preparing those in technical fields for work outside of academia.
- Programs are typically developed with an Agency's

DoDAA

- Partnering with NCMA (pilot), and other professional associations to develop curriculum for a steady pipeline of acquisition professionals.

The Washington Center

- Internships and academic seminars for college students - provides a linkage between campus and work experience
- Work to develop an acquisition-specific

Academia

Junior/Community College Curriculum Development

- Work with these schools to develop curriculum that will position students to enter the acquisition workforce certification and

eCybermission

- Get acquisition-based labs involved in this free, web-based science, math and technology competition for students in grades six through nine.

K-12 Talent Symposium

- Meet with local superintendents, principals, and teachers to educate them on available programs for them and their students.

Diversity

White House Initiative on HBCUs

- Partnering with this Initiative to tap into this reservoir of talent.
- Help to establish an HBCU PI training program so that HBCU labs can be better funded.

K-12 Diversity Outreach

- Would work with schools predominantly underrepresented populations to increase their interest and competitiveness in science and

Minority Professional Society Outreach

- NSBE
- NBMBAA
- NSHMBAA
- CAHSEE
- SHPE
- AISES

JEOM

- Focuses on minority students interested in computational science. Students do summer internships or institutes in DoD labs or test centers



Way Ahead

- ☐ **Continue to define and refine total force capability.**
- ☐ **Grow, right size, and right shape MDAPs with the right skilled people such that we improve program outcomes.**
- ☐ **Establish robust recruiting strategies focused on interns, journeymen, and highly qualified expert (HQE) initiatives.**
- ☐ **Attract and retain the highest caliber military and civilian members into the acquisition workforce.**



Questions Comments Discussion

“I do not believe there is a silver bullet, and I do not think the system can be reformed in a short period of time. ... I do believe we can make headway.”

Secretary of Defense Robert M. Gates



BACK-UP



Defense Acquisition Workforce

Workforce Planning Dynamics

Requirements / Authorizations

Funded Baseline (PB23)

Fill / Hiring